

Corporate Headquarters

490-B Boston Post Road Sudbury, MA 01776

Phone: (978) 443-0055 Facsimile: (978) 261-1427

www.ahpnet.com

Ordering Instructions

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through *GSA*Advantage (www.gsaadvantage.gov), a menu-driven database system.

Industrial Group:874Industrial Class:8742Business Size:Small

Special Item Numbers: 874-1 Consulting Services

874-2 Facilitation Services 874-3 Survey Services 874-7 Program Integration

Pricing for Services: See rate table below (for all SINs)

Maximum Order:\$1,000,000Minimum Order:\$300

Geographic Coverage: Domestic Only

Points of Production: Same as company address

Discount from List Prices or Statement of Net

Price:

Prices shown in the table below are net prices

Quantity Discounts:None OfferedPrompt Payment Terms:Net 30 days

Government Purchase Cards: Accepted at or below the micro-purchase threshold, Accepted over

\$2,500

Foreign Items: None

Time of Delivery: As Specified on Task Order

Expedited Delivery:Contact ContractorOvernight and 2-Day Delivery:Contact ContractorUrgent Requirements:Contact Contractor

F.O.B Point(s) Destination

Ordering Address: Advocates for Human Potential, Inc.

490-B Boston Post Road Sudbury, MA 01776

Payment Address: Advocates for Human Potential, Inc.

490-B Boston Post Road Sudbury, MA 01776 Warranty Provision: Contractor's standard commercial warranty

Export Packing Charges: N/A

Terms and Conditions of Government Purchase

Card Acceptance: Contact Contractor

Terms and Conditions of Rental, Maintenance,

and Repair: N/A
Terms and Conditions of Installation: N/A

Terms and Conditions of Repair Parts Indicating Date of Parts Price Lists and Any Discounts from

List Prices: N/A

Terms and Conditions for any other services: N/A
List of Service and Distribution Points: N/A
List of Participating Dealers: N/A
Preventative Maintenance: N/A
Special Attributes Such As Environmental N/A

Attributes:

Section 508 Compliance on EIT: N/A

DUNS Number: 19-5057666

Notification Regarding Registration in Central

Contractor Registration (CCR) Database: Registered

Company Overview

Advocates for Human Potential, Inc. (AHP), is a management consulting firm specializing in changing and improving organizational systems. Founded in 1980, the company offers a range of services that enable clients to improve their organizational efficiency. We provide services to federal, state, and local government agencies, international governments, nonprofit organizations, and the private sector. Consulting services include business process reengineering; strategic, business, and action planning; productivity improvement; and performance measurement. We provide complete meeting facilitation and documentation services, including preparation of draft and final reports. Our survey services range from the design of survey instrumentation, to data collection and analysis, to report production. AHP's studies lead to improved service delivery systems, improved ability to plan and implement major governmental programs, and improved collaboration and communication among clients and their constituents. AHP also provides customized technical assistance and training (T/TA). Our T/TA projects focus on the needs of people with disabilities and disadvantages, with an emphasis on ensuring full community integration by providing affordable housing and employment opportunities.

The AHP team includes organizational development experts, senior researchers, program analysts, technical assistance specialists, research associates, senior writers and editors, and production specialists. Many employees joined the firm after serving as senior state officials in the areas of mental health, housing, and social and health services. They bring to their positions a particular appreciation for the challenges faced by government employees, who are often required to "do more, with less," as funding for various programs decreases or limitations are placed on new hiring.

SIN 874-1: Consulting Services

AHP organizational development staff use various methodologies to improve our clients' organizational effectiveness. They determine meaningful outcome measures and identify performance that is most likely to be predictive of these measures. They identify and analyze core business processes (linked activities and tasks that provide value to a client). They analyze data collection and management processes and recommend modified or improved information technology (IT). AHP also conducts requirements analyses, facilitates focus groups to identify stakeholders' concerns, and recommends ways to address them. If recommendations for change require new procedures, we help clients document and implement those procedures. AHP is frequently asked to return to evaluate the client's progress, and to update recommendations for improved management processes.

SIN 874-2: Facilitation Services

AHP employs a diverse team of meeting facilitators, planners, writers, editors, and support staff. We assign senior writers to develop and refine meeting agendas and develop technical materials for distribution. We provide facilitators to lead group discussions and help attendees identify common goals and interests. Facilitators are trained to lead meeting participants through the difficult process of examining divergent points of views, ensuring that all opinions are heard in a neutral environment and working the group toward consensus. We provide senior writers as note takers, who later prepare substantive meeting reports. In addition, we can handle all logistical aspects of planning the meeting (site selection and negotiation, invitations, travel arrangements, onsite support, reimbursements, etc.). Superior facilitation and expert logistical support ensure our clients improved organizational effectiveness, and enhanced collaboration among their constituent groups.

SIN 874-3: Survey Services

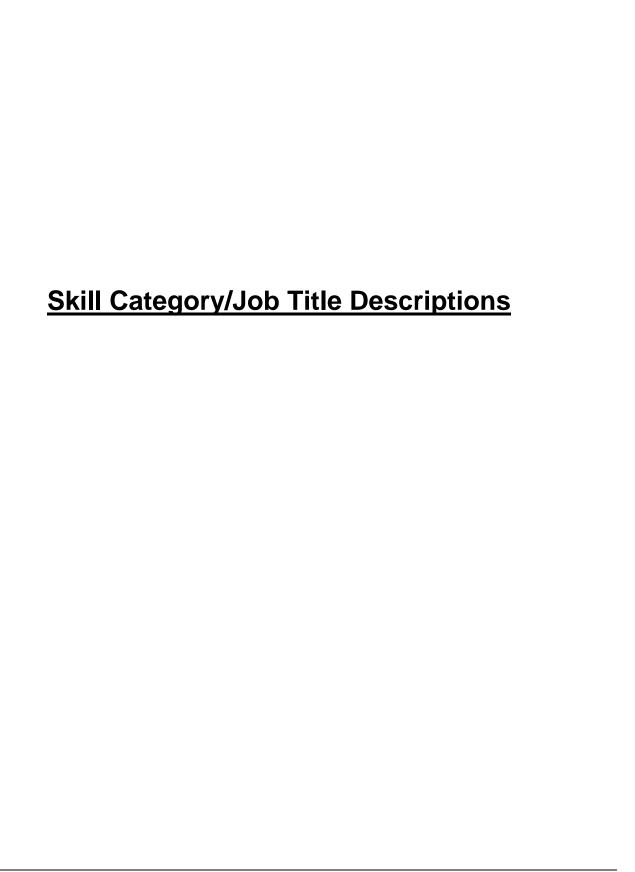
AHP's goal in conducting a survey is to document successful program implementation and management strategies and effective leadership models. We use data collection techniques including: mailed surveys; focus groups; interviews (one-on-one, telephone, or Internet); and document/record review and analysis. We present survey results in detailed formal reports, including graphs, charts, and tables to demonstrate the salient study results. All AHP survey activities culminate in presentation/interpretation of the data and recommendations how the client may use the results to improve organizational effectiveness.

SIN 874-7: Program Integration

As part of the services under SIN 874-1 (Consulting), AHP provides organizational development services targeted to assist clients with program and project management and program integration. We collaborate with teams of client staff to ensure that new projects are effectively initiated and staffed, and we develop and implement procedures so that clients can later evaluate the performance of program managers.

Pricing for All SINS

		Pricing Sheet		
	Job Level	Skill Category/ Job Title	Hourly Labor Rates	
Functional Area			On Site	Off Site
Management	5	Corporate Monitor	\$167.50	\$167.50
	4	Senior Project Director	\$125.63	\$125.63
	3	Project Director	\$83.75	\$83.75
	2	Assistant Project Director	\$50.25	\$50.25
Administration	3	Contracts Manager	\$83.75	\$83.75
	3	Administrative Manager	\$83.75	\$83.75
	2	Contracts Administrator	\$50.25	\$50.25
	2	Administrative Assistant – 2	\$50.25	\$50.25
	2	Document Production Specialist	\$50.25	\$50.25
	1	Administrative Assistant – 1	\$33.50	\$33.50
Technical Assistance	4	Senior Technical Assistance Specialist	\$125.63	\$125.63
	3	Technical Assistance Specialist – 2	\$83.75	\$83.75
	2	Technical Assistance Specialist – 1	\$50.25	\$50.25
Research and Evaluation	4	Senior Researcher	\$125.63	\$125.63
	4	Senior Facilitator	\$125.63	\$125.63
	4	Senior Evaluator	\$125.63	\$125.63
	3	Researcher	\$83.75	\$83.75
	3	Evaluator	\$83.75	\$83.75
	3	Facilitator (Focus Group)	\$83.75	\$83.75
	2	Research Associate	\$50.25	\$50.25
	2	Data Analyst	\$50.25	\$50.25
	2	Database Administrator	\$50.25	\$50.25
	1	Research Assistant	\$33.50	\$33.50
	1	Data Entry Operator	\$33.50	\$33.50
Editorial and Graphics	4	Senior Writer	\$125.63	\$125.63
	4	Senior Editor	\$125.63	\$125.63
	3	Writer	\$83.75	\$83.75
	3	Editor	\$83.75	\$83.75
	3	Graphic Artist/Designer	\$83.75	\$83.75
	2	Copy Editor/Proofreader	\$50.25	\$50.25
Information Technology (IT)	4	IT Manager	\$125.63	\$125.63
	3	IT Designer	\$83.75	\$83.75
	3	IT Developer	\$83.75	\$83.75
Meeting Planning	3	Senior Meeting Planner	\$83.75	\$83.75
	2	Meeting Planner	\$50.25	\$50.25
	1	Meeting Assistant	\$33.50	\$33.50



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CORPORATE MONITOR	7
SENIOR PROJECT DIRECTOR	
PROJECT DIRECTOR	
ASSISTANT PROJECT DIRECTOR	
ACCIOTANT I NOSECT DIRECTOR	0
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Contracts Manager	a
ADMINISTRATIVE MANAGER	
CONTRACTS ADMINISTRATOR	
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DOCUMENT PRODUCTION SPECIALIST	
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FACILITATOR	
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DATA ANALYST	
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CORPORATE

Corporate Monitor (Level 5)

- Minimum Education/Experience/Skills: Advanced degree from an accredited college
 or university in the scientific or technical areas(s) in which projects are being
 monitored, combined with a minimum of 10 years' experience directing major
 Federal contracts. Equivalent experience may be substituted for education, at the
 company's discretion. Must have demonstrated ability to plan, organize, and control
 diverse activities and the ability to meet corporate business development and
 performance objectives. Requires excellent written and verbal communication skills.
- Duties and Responsibilities: Reporting to the company's executive management, plans, organizes, and controls all technical and operational aspects of assigned projects. Serves as a member of corporate management, responsible for assisting in the development and implementation of company's annual business development and operational plan. Interviews, selects, hires, and assigns senior management staff. Interacts with highest level client representatives. Directs senior staff in the development of work plans and budgets for assigned contracts. Anticipates and implements solutions to operational problems, based on knowledge of latest technological advances in assigned disciplines.

Senior Project Director (Level 4)

- Minimum Education/Experience/Skills: Advanced degree from an accredited college or university in the scientific, technical, or social sciences areas(s) in which projects are being monitored, combined with a minimum of 5 years' experience directing major Federal and commercial contracts. Equivalent experience may be substituted for education, at the company's discretion. Must have demonstrated ability to plan, manage, and control diverse activities and the ability to meet corporate business development and performance objectives. Requires excellent written and verbal communication skills and extensive experience in proposal and budget development. Requires demonstrated ability to lead and motivate staff. May require knowledge of the Federal Acquisition Regulations and, as applicable, the Federal Travel Regulations.
- Duties and Responsibilities: Reporting to the company's executive management, plans, organizes, and controls all technical and operational aspects of assigned projects Interviews, selects, hires, and assigns senior management staff. Interacts with highest level client representatives. Directs senior staff in the development of work plans and budgets for assigned contracts. Anticipates and implements solutions to anticipated operational problems, based on knowledge of latest technological advances in assigned disciplines. Serves as a liaison with senior client officials. May be asked to develop marketing and business development plan for assigned business sector. Serves as Proposal Manager.

Project Director (Level 3)

- Minimum Education/Experience/Skills: Degree from an accredited college or university in a field of study related to the assigned project(s). Advanced degree may be required to direct projects in certain areas, such as research and evaluation projects. Equivalent experience may be substituted for education, at the company's discretion. Requires 3-5 years' previous management experience. May require knowledge of the Federal Acquisition Regulations and, as applicable, the Federal Travel Regulations.
- Duties and Responsibilities: Plans, organizes, and controls all technical, fiscal, operational, and performance activities on assigned project(s) and/or task orders. Develops and controls budgets, schedules, and timelines. Designs, develops, and implements solutions to anticipated operational problems. Develops project reports. Conducts thorough quality control reviews of all project deliverables. Applies previous experience managing complex processes and procedures and experience managing, directing, and evaluating the performance of staff at all levels. Demonstrates excellent communication skills (both verbal and written) and knowledge of latest technological advances in related disciplines. Assists with business development activities and proposal development.

Assistant Project Director (Level 2)

- Minimum Education/Experience/Skills: Degree from an accredited college or university in a field of study related to the assigned project(s). Equivalent experience may be substituted for education, at the company's discretion. Requires 3-5 years' previous supervisory experience, with demonstrated skills in task and workflow management, staff supervision, budgeting, report production, and quality control.
- Duties and Responsibilities: Assists a Project Director in planning, organizing, and controlling all technical, fiscal, operational, and performance activities on assigned project(s). May be assigned to develop and control budgets, schedules, and timelines. Advises Project Director of anticipated problems. Must be able to assist in the development and implementation of innovative solutions. Interprets contract specifications. Assists the Project Director in identifying, assigning, and supervising staff. May be assigned to draft monthly and/or annual reports for review and approval by the Project Director. Assists in conducting quality control reviews of contract deliverables. May develop project budgets using spreadsheet software. Supports the Project Director in conducting performance evaluations. Performs the duties of a Project Director in that person's absence. May also serve as a task order or work assignment leader.

<u>ADMINISTRATION</u>

Contracts Manager (Level 3)

- Minimum Education/Experience/Skills: J.D. from an accredited law school, or advanced degree in business administration. Requires 3-5 years' previous experience. Equivalent experience may be substituted for education, at the company's discretion. Knowledge of federal procurement regulations and policies, FTR, UCC, other Federal/State statutes and regulations involving contracting requirements. Familiarity with commercial contracting/ general business law. Excellent organizational, analytical and verbal/written communication skills.
- Duties and Responsibilities: Manages all contractual activities between the organization and other parties, clients (government and commercial), vendors, contractors and teaming partners, and advises as to company responsibilities under proposed and ongoing contractual relationships. Negotiates/prepares/ reviews all contracts and agreements, COAs and other forms involving government procurements, and other company arrangements, including leases, licenses, purchases, services, insurance, etc. May perform a variety of other tasks, including assisting with the establishment of company policies and procedures for management of enforceable contracts; establishing effective contract compliance procedures; advising the company on risk management to ensure appropriate actions are taken before committing the company to any contracting actions; ensuring that provisions of offers are in accordance with relevant contracting regulations, laws and agreements; maintaining appropriate contracting records as required; assist with contract elements of proposal preparations, and assist with government Contract Compliance reporting tasks.

Administrative Manager (Level 3)

- Minimum Education/Experience/Skills: A Bachelor's Degree from an accredited college or university is typically required for carrying out the responsibilities for this job. Equivalent experience may be substituted for education, at the company's discretion. Requires 1-2 years' previous supervisory experience, with demonstrated skills in task and workflow management, staff supervision, report and document production, and quality control. Excellent organizational and verbal/written communication skills.
- Duties and Responsibilities: Manages, supervises, and coordinates activities of employees engaged in administrative services such as office clerical services, purchasing, vendor management, data processing, printing, inventory control, telecommunications, mail and messenger services, and all other general office administrative support services. Recruits, hires, trains staff and student interns, evaluates employee performance, and resolve employee conflicts. Recommends promotions, transfers, and disciplinary action. Determines training needs and recommend training programs. Establishes or adjusts work procedures to meet production schedules. Recommends and implements new methods, procedures, or strategies to solve work problems and improve productivity and quality of product or service. Suggests changes in working conditions to increase efficiency. Coordinates building security and maintenance.

Contracts Administrator (Level 2)

- Minimum Education/Experience/Skills: Bachelor's Degree in Business Administration or equivalent preferred. Equivalent experience may be substituted for education, at the company's discretion. Requires 3-5 years of experience in the field. Must possess effective verbal and written communication skills
- Duties and Responsibilities: Assist Contracts Manager in preparing and facilitating the distribution, sign off and follow up of company contracts. Aids in the preparation of contractual provisions and documents. May perform a variety of other tasks, including: assist with identification/tracking of contract requirements, developing schedules of critical elements, monitoring compliance with FAR, and general performance of contract deliverables (prime and sub), and project milestones. Typically reports to Contracts Manager.

Administrative Assistant-2 (Level 2)

- Minimum Education/Experience/Skills: Associate Degree in appropriate field from an accredited college or university. Equivalent experience may be substituted for education, at the company's discretion. Requires 3-5 years' previous experience. Ability to work independently and balance and coordinate workloads for multiple projects. Possesses effective verbal and written communication skills. Excellent knowledge of office support functions, including intermediate word processing skills; filing; composing a variety of business documents; and gathering, compiling, and summarizing data for reports. Experience with Windows environment, Microsoft Office applications, spreadsheet and database software, and general knowledge of the Internet. Experience taking minutes; ability to keyboard/type at the rate of 60 words per minute; transcription experience.
- Duties and Responsibilities: Aids Administrative Manager in coordinating office support services. Operates independently, and can make decisions for routine administrative secretarial and clerical activities. Has a major role in coordinating administrative activities for the Administrative Manager. Composes letters, correspondence, and memos requiring independent judgment as to content from general instructions; compiles and analyzes information from a variety of sources to prepare reports. Utilizes word processing equipment and/or computers to create, process, and maintain a variety of documents and administrative records containing technical information and difficult formats. Schedules and coordinates arrangements for meetings and conferences. Performs other duties as assigned. Reports to the Administrative Manager.

Administrative Assistant-1 (Level 1)

- Minimum Education/Experience/Skills: Requires 1-3 years' administrative support experience. Requires training or education in clerical and support services; rules of effective business English usage, including spelling, punctuation and grammar; knowledge of office support functions, including multi-line phone systems and teleconferencing procedures; word processing skills; filing systems, and business correspondence/document preparation. Experience with Windows environment and Microsoft Office applications, general knowledge of the Internet, and ability to keyboard/type at the rate of 50 words per minute.
- Duties and Responsibilities: Under direct supervision, perform general office clerical support duties using well established guidelines; provide telephone support; route mail; compose routine correspondence; prepare outgoing e-mails and faxes; assist with organization of various projects and information management; develop appropriate alphabetical, numerical, or subject filing systems to set up new files; classify, label, file, and retrieve documents and records; handle teleconference arrangements; maintain electronic records/files; and utilize a variety of computer operations to complete daily assignments. Assist in management of calendars and schedule appointments; assist with arrangements for meetings, programs, events, and conferences; assist with travel arrangements and itineraries; and assist in compiling documents for travel-related meetings. Prepare merge mailings; create, review, and process documents and records; draft reports; assist with proposal production; and perform all related duties as assigned. Reports to the Administrative Manager.

Document Production Specialist (Level 2)

- Minimum Education/Experience/Skills: Requires 3-5 years' previous experience in the field. Possesses technical training or education in all phases of document preparation and production. Top word processing skills required, and extensive knowledge of Word, Excel, PowerPoint and Microsoft Office required. Knowledge of other presentation/graphics software, and spreadsheet and database software a plus. Knowledge of various style manuals, including the Government Printing Office Style Manual. Knowledge of government solicitations and proposal requirements.
- Duties and Responsibilities: Assists production staff with all phases of document preparation and production, including bids and proposals, brochures, pamphlets, research reports, training curricula, and administrative documents. Responsible for analyzing RFPs and other solicitations for all formatting requirements, page limitations, margin requirements, mailing and routing requirements, data restrictions and legend requirements, and other restrictions; preparation of office templates for efficient production of various documents. Reports to the Administrative Manager.

TECHNICAL ASSISTANCE

Senior Technical Assistance Specialist (Level 4)

- Minimum Education/Experience/Skills: Advanced degree in sociology, psychology, social work, criminal justice, counseling, or other related field. Equivalent experience may be substituted for education, at the company's discretion. Requires 5-7 years of experience planning, designing, conducting, and reporting on training and technical assistance (TA) projects and supervising TA staff. Requires experience developing curricula and other training materials and experience providing onsite technical assistance in a variety of settings. Requires the ability to develop, revise, and finalize TA/Training plans that are customized to client needs. Must have the ability to monitor and evaluate project performance and take corrective actions, as appropriate. Requires the ability to direct, guide, and evaluate the performance of TA/Training staff. Requires demonstrated skills in task and workflow management, staff supervision, budgeting, report production, and quality control.
- Duties and Responsibilities: Serve as senior staff on projects involving training and technical assistance, including on-site consultation, workshops, management information systems development, program development, and/or staff development. Develop and revise TA plans and training materials. Lead TA sessions and identify operational problems. Assist client staff in introducing new, improved operational procedures or management systems, as appropriate. Develop both draft and final project reports and present findings. Assign work to TA Specialist-2 and TA Specialist-1, and monitor their performance. Conduct performance evaluations. Communicate with client staff and corporate management to keep them apprised of project progress and any potential operational problems

Technical Assistance Specialist – 2 (Level 3)

- Minimum Education/Experience/Skills: Degree in sociology, human services, counseling, management, or other related field. Equivalent experience may be substituted for education, at the company's discretion. Requires 3-5 years of experience planning, designing, conducting, and reporting on training and technical assistance (TA) projects. Experience developing curricula and other training materials. Experience providing onsite technical assistance in a variety of settings. Requires the ability to develop, revise, and finalize TA/Training plans that are customized to client needs. Must be able, upon request, to assist a Senior Technical Assistance Specialist in developing project reports, interfacing with the client, and reporting project progress.
- Duties and Responsibilities: Serve as senior staff on projects involving training and technical assistance, including on-site consultation, workshops, management information systems development, program development, and/or staff development. Under the supervision of a Senior Technical Assistance Specialist, develop and revise TA plans and training materials. Lead TA sessions and identify operational problems. Develop both draft and final project reports for review and approval by a Senior Technical Assistance Specialist. Monitor the performance of Technical Assistance Specialist-1. Identify potential operational problems and recommend solutions. Keep the Senior Technical Assistance Specialist apprised of project progress.

Technical Assistance Specialist – 1 (Level 2)

- Minimum Education/Experience/Skills: Minimum of 1-3 years experience working on technical assistance and training projects. Bachelor's degree in sociology, human services, counseling, management, or other related field preferred, but not required. Requires experience assisting senior TA staff in developing curricula and other training materials. Experience supporting the provision of onsite technical assistance in a variety of settings. Must be able, upon request, to assist a Level 2 Technical Assistance Specialist in developing project reports, interfacing with the client, and performing other duties as assigned.
- Duties and Responsibilities: Serve as entry-level staff on projects involving training
 and technical assistance, including on-site consultation, workshops, management
 information systems development, program development, and/or staff development.
 Under the supervision of a Technical Assistance Specialist -2, or a Senior Technical
 Assistance Specialist, conduct research to support the development and revision of
 TA plans and training materials. Collect and analyze project data to support the
 development of draft and final project reports. Keep supervisor apprised of progress
 on all assignments and recommend solutions to potential operational problems. For
 on-site TA delivery, may be asked to provide administrative and logistical support to
 ensure the smooth, uninterrupted progress of the session. May be asked to serve as
 an on-site note taker.

TRAINING

Senior Trainer (Level 4)

- Minimum Education/Experience/Skills: Advanced degree in sociology, psychology, social work, criminal justice, counseling, or other related field. Equivalent experience may be substituted for education, at the company's discretion. Requires 5-7 years of experience developing, revising, and conducting training sessions and supervising less-senior training staff. Requires experience developing curricula and other training materials and experience in a variety of delivery formats, such as stand-up training and workshops. Requires the ability to develop, revise, and finalize training plans that are customized to client needs. Must have the ability to monitor and evaluate project performance and take corrective actions, as appropriate. Requires the ability to direct, guide, and evaluate the performance of training staff. Requires demonstrated skills in task and workflow management, staff supervision, budgeting, report production, and quality control.
- Duties and Responsibilities: Serve as senior staff on projects involving training development, coordination, and delivery. Develop and revise course outlines, learning objectives, and training courseware. Lead training sessions and revise training materials based on client and/or trainee feedback. Identify and recommend solutions to operational problems. Develop draft and final project reports and present findings. Assign work to Trainer-2 and Trainer-1 staff, and monitor their performance. Conduct performance evaluations. Communicate with client staff and corporate management to keep them apprised of project progress and any potential operational problems

Trainer – 2 (Level 3)

- Minimum Education/Experience/Skills: Degree in human resources management, instructional systems design, or other related field. Equivalent experience may be substituted for education, at the company's discretion. Requires 3-5 years of experience developing, revising, and conducting training sessions. Requires experience developing curricula and other training materials, under the supervision of a Senior Trainer. Skills in variety of delivery formats, such as stand-up training and workshops, preferred. Requires the ability to develop, revise, and finalize training plans that are customized to client needs. Requires demonstrated skills in task management, ability to adhere to approved budgets, and ability to conduct quality control reviews of deliverables.
- Duties and Responsibilities: Serve as mid-level trainer on projects involving training development, coordination, and delivery. Develop and revise course outlines, learning objectives, and training courseware for review by a Senior Trainer. Revise training materials based on client and/or trainee feedback. Contribute to the development of draft and final project reports. May be assigned to supervise Trainer-1 staff, and monitor their performance. Communicate with client staff and corporate management to keep them apprised of project progress and any potential operational problems.

Trainer – 1 (Level 2)

- Minimum Education/Experience/Skills: Minimum of 1-3 years of experience
 developing draft training materials for review by senior staff. Requires experience
 developing draft curricula and other training materials, under the supervision of a
 Senior Trainer or Trainer-2. Skills in variety of delivery formats, such as stand-up
 training and workshops, preferred. Requires the ability to contribute to the
 development of training plans that are customized to client needs. Requires ability to
 adhere to approved budgets and ability to conduct quality control reviews of
 deliverables.
- Duties and Responsibilities: Serve as entry-level staff member on projects involving training development, coordination, and delivery. Develop draft training courseware for review and approval by senior training staff. Conduct research to support the development of training materials, including literature searches and online searches. May be tasked to support the development of slides, viewgraphs, and other supportive training materials and/or to proofread and conduct initial quality control reviews of training material.

RESEARCH AND EVALUATION

Senior Researcher (Level 4)

- Minimum Education/Experience/Skills: Advanced degree from an accredited college
 or university in the scientific, technical, or social science field(s) being studied,
 combined with a minimum of 7 years' experience as a researcher, including 2 years
 as a senior researcher. Equivalent experience may be substituted for education, at
 the company's discretion. Staff supervision skills also required.
- Duties and Responsibilities: Serves as Project Director (Principal Investigator) and/or Task Order Leader on research and evaluation projects. Develops and implements research designs, protocols, and data collection procedures and instruments. Ensures that all staff follow approved protocols and use approved instruments. Supervises staff who collect, synthesize, and analyze large quantities of qualitative and quantitative research data using a variety of approved methodological approaches. Designs and implements methods to ensure data quality. Identifies potential operational problems and develops and implements feasible solutions. Selects, assigns, directs, and evaluates research staff. Demonstrates excellent communication skills (both verbal and written) and the ability to develop and revise, upon request, concise and well-written research reports. Prepares and conducts briefings.

Senior Evaluator (Level 4)

- Minimum Education/Experience/Skills: Advanced degree in assessment and measurement, research design, statistics or human sciences such as psychology, sociology, social work, criminal justice or related field. Equivalent experience may be substituted for education, at the company's discretion. Minimum of 5-7 years of experience conducting evaluation research, including 2 years in a senior-level position. Skills in performance measurement and evaluation, using both quantitative and qualitative data. Proficiency with software tools used on evaluation projects, such as SPSS and SAS. Ability to design, develop, and implement assessment tools.
- Duties and Responsibilities: Designs program evaluation approaches and
 methodologies. Manages the implementation of evaluation work plans. Designs,
 tests, and oversees the implementation of data collection instruments and other
 evaluation tools. Conducts needs assessments in order to plan outcome evaluation
 and research. Collects and analyzes qualitative and quantitative data to support data
 analysis and report production. Supervises evaluation specialists involved in data
 collection and analysis and report development. Works closely with
 client/stakeholder staff to identify potential operational problems and develop and
 implement feasible solutions.

Researcher (Level 3)

- Minimum Education/Experience/Skills: Degree from an accredited college or university in the scientific, technical, or social science area(s) being studied, combined with a minimum of 5 years' previous experience as a researcher. Equivalent experience may be substituted for education, at the company's discretion. Must be knowledgeable of and proficient in a variety of methodological study techniques. Skills should include the ability to design and implement research projects, collect and analyze quantitative and qualitative data, and report writing skills.
- Duties and Responsibilities: Working under the direction of a Senior Researcher, develops and/or implements research and study designs, following approved protocols and using approved instruments. Collects, synthesizes, and analyzes large quantities of qualitative and quantitative research data using a variety of approved methodological approaches. Prepares requests for review of data collection procedures by an Institutional Review Board. Implements data collection quality assurance methods. Plans and monitors participant recruitment efforts. Demonstrates excellent communication skills (both verbal and written) and the ability to assist in the development and revision of concise and well-written research reports. May be assigned to direct the work of Research Assistants.

Senior Facilitator (Level 4)

- Minimum Education/Experience/Skills: Advanced degree from an accredited college
 or university in the scientific or technical area(s) in which focus groups/meetings are
 to be facilitated Equivalent experience may be substituted for education, at the
 company's discretion. Must have a minimum of 5 years' previous experience as a
 meeting facilitator, including 2 years as a senior facilitator. Requires the ability to
 manage the work of other facilitators. Certain assignments may also require in-depth
 knowledge of specific Federal regulations and/or programs.
- Duties and Responsibilities: Applies problem-solving skills to help large groups focus their efforts on the issues at hand. Leads meeting attendees through the process of examining divergent points of views, ensuring that all opinions are heard and working the group toward a consensus in the time available. Ensures that a neutral environment is maintained and that no attendees dominate the discussion. Employs program planning and analysis tools to help attendees analyze and prioritize the issues at hand and develop time-phased solutions, with measurable performance objectives. Serves as the liaison with client staff and keeps corporate management apprised of project progress. Identifies potential operational problems and devises and implements practical solutions.

Facilitator (Level 3)

- Minimum Education/Experience/Skills: Degree from an accredited college or university in the scientific or technical area(s) in which focus groups/meetings are to be facilitated. Equivalent experience may be substituted for education, at the company's discretion. Must have a minimum of 3 years' previous experience as a meeting facilitator. Certain assignments may also require in-depth knowledge of specific Federal regulations and/or programs.
- Duties and Responsibilities: Applies problem-solving skills to help large groups focus their efforts on the issues at hand. Leads meeting attendees through the process of examining divergent points of views, ensuring that all opinions are heard and working the group toward a consensus in the time available. Ensures that a neutral environment is maintained and that no attendees dominate the discussion. Employs program planning and analysis tools to help attendees analyze and prioritize the issues at hand and develop time-phased solutions, with measurable performance objectives.

Evaluator (Level 3)

- Minimum Education/Experience/Skills: Undergraduate degree in assessment and
 measurement, research design, statistics, or a related field. Equivalent experience
 may be substituted for education, at the company's discretion. Minimum of 3 years'
 experience conducting evaluation research. Skills in performance measurement and
 evaluation, using both quantitative and qualitative data. Proficiency with software
 tools used on evaluation projects, such as SPSS and SAS. Ability to assist in the
 design, development, and implementation of assessment tools.
- Duties and Responsibilities: Supports the development of program evaluation approaches and methodologies. Implements approved evaluation work plans, using a variety of data collection instruments and other evaluation tools. Conducts needs assessments in order to plan outcome evaluation and research. Collects and analyzes qualitative and quantitative data to support data analysis and report production. Codes, enters, and cleans data. Conducts literature searches, as required.

Research Associate (Level 2)

- Minimum Education/Experience/Skills: Undergraduate degree in the social sciences, research, or other related field. Equivalent experience may be substituted for education, at the company's discretion. Minimum of 1 year of work experience (2 years without a degree). Ability to comprehend and follow detailed study protocols and guidelines. Familiarity with basic database maintenance procedures. Verbal and written communication skills.
- Duties and Responsibilities: Manage data collection process and maintain study database, ensuring the integrity and confidentiality of data. Interview study participants. Participate in data review, analysis, and interpretation. Conduct literature searches. Assist with the design of data collection procedures and instruments. Coordinate coding review, including training research assistants to

implement coding procedures. Train staff to enter and verify data and review their work on a periodic basis. Develop, design, and implement study subject tracking and retention plans. Print and distribute tracking materials. Act as liaison with interviewers to ensure that they are meeting responsibilities and responding to immediate issues and concerns. Maintain interviewer/interviewee payment system.

Data Analyst (Level 2)

- Minimum Education/Experience/Skills: 1 year of work experience with a degree; 2
 years of experience with no degree. Ability to analyze data and draw conclusions,
 following approved data analysis plan.
- Duties and Responsibilities: Extract data from files and prepare graphic displays of findings; revise displays upon request. Coordinate the retrieval of data from program records. Participate in data coding, review, and cleaning. Contact respondents to illicit responses (initial and follow-up). Report to project management any problems with study progress (e.g., misunderstandings/problems with interview instruments, missing data). Maintain, update, and ensure the confidentiality of tracking database. Proficiency with software tools used on evaluation projects, such as SPSS and SAS. Ability to design, develop, and implement assessment tools.

Research Assistant (Level 1)

- Minimum Education/Experience/Skills: Minimum of 1 year of work experience.
 Ability to comprehend and follow detailed study protocols and guidelines.
 Familiarity with basic database maintenance procedures. Verbal and written communication skills. Minimum typing speed of 60 wpm.
- Duties and Responsibilities: Implement data collection and analysis procedures.
 Maintain tracking databases. Code, key enter, review, and clean research data.

 Follow approved protocols for verifying data; revise/correct data as required. Assist research associates with developing and distributing tracking materials. Enter data into interviewer/interviewee payment system. Prepare, assemble, and distribute consent forms, tracking forms, resource packets, and other interview-related materials.

Database Administrator (Level 2)

- Minimum Education/Experience/Skills: Degree from an accredited college or university, preferably in the area of information science or computer science, combined with a minimum of 3 years experience in database administration. Equivalent experience may be substituted for education, at the company's discretion.
- Duties and Responsibilities: Maintains databases and all involved servers. Must have knowledge of entity relationship diagrams and data modeling. Also requires knowledge of memory utilization and distributed database design. As applicable, may need to be familiar with Sybase, Oracle, Unix, or other operating systems to ensure that databases operate efficiently. Works with senior information technology staff to troubleshoot and resolve operational problems. May be asked to contribute to reports to clients.

Data Entry Operator (Level 1)

- Minimum Education/Experience/Skills: 2 years of work experience as a data entry operator, typist, or word processing operator. Familiarity with a variety of software packages. Ability to work in both IBM PC-compatible and Macintosh environments. Minimum input speed of 70 wpm.
- Duties and Responsibilities: Key entry of data into computer-based systems in support of a variety of project and corporate activities. Conduct quality control reviews of own work.

EDITORIAL AND GRAPHICS

Senior Writer (Level 4)

- Minimum Education/Experience/Skills: Advanced degree from an accredited college
 or university in English, Journalism, or Communications with knowledge of the
 scientific, technical area, or social science area(s) in which writing is to be done,
 combined with a minimum of 5 years' previous experience as a senior writer.
 Equivalent experience may be substituted for education, at the company's
 discretion. Requires excellent writing skills and demonstrated ability to work in a
 production environment with other staff, in a collaborative manner, to meet assigned
 deadlines. Must be able to oversee all facets of the production process (research,
 writing, editing, design). Must be able to review and critique the work of junior
 writers.
- Duties and Responsibilities: Develops and monitors schedules and budgets for writing assignments. Researches, develops, writes, and finalizes outlines and first and second drafts of a variety of complex written materials that may include procedures and/or instruction manuals, handbooks, technical reports, and/or systems documentation. Collects, synthesizes, and analyzes large quantities of information and develops written products (draft and final versions). Reorganizes and/or rewrites complex information in a concise, clear manner. Assigns tasks to less senior writing staff and reviews their work. Demonstrates excellent written communication skills and familiarity with required style guides used in assigned areas. Must be able to interact effectively with production personnel and be able to identify potential operational problems and conceptualize and implement feasible solutions.

Writer (Level 3)

- Minimum Education/Experience/Skills: Advanced degree from an accredited college
 or university in English, Journalism, or Communications, combined with a minimum
 of 3 years' previous experience as a writer. Equivalent experience may be
 substituted for education, at the company's discretion. Requires excellent writing
 skills and demonstrated ability to work in a production environment with other staff,
 in a collaborative manner, to meet assigned deadlines.
- Duties and Responsibilities: Researches, develops, writes, and finalizes a variety of complex written materials that may include procedures and/or instruction manuals, handbooks, technical reports, and/or systems documentation. Collects, synthesizes, and analyzes large quantities of information and develops written products (draft and final versions). Reorganizes and/or rewrites complex information in a concise, clear manner. Modifies and revises work in response to feedback from senior staff and/or clients. Demonstrates excellent written communication skills and familiarity with required style guides used in assigned areas. Assists the Senior Writer upon request. May be asked to serve as a note taker, producing comprehensive meeting reports.

Senior Editor (Level 4)

- Minimum Education/Experience/Skills: Advanced degree in English, Journalism, or Communications from an accredited college or university, combined with 5-7 years' previous experience as an editor, including a minimum of 2 years experience as a Senior Editor. Equivalent experience may be substituted for education, at the company's discretion. Requires total mastery of grammar, spelling, and syntax and the demonstrated ability to work in a production environment with other staff, in a collaborative manner, to meet assigned deadlines.
- Duties and Responsibilities: Reviews and edits a variety of complex written
 materials to ensure their readability, logical organization, grammatical correctness,
 and adherence to prescribed style guides. Reviews complex documents and
 determines how they can be reorganized so that facts are presented in a concise,
 clear manner. For sales and marketing products, edits and/or rewrites text to ensure
 that copy is persuasive and convincing. Requires excellent written and verbal
 communication skills and familiarity with required style guides used in assigned
 areas. May be asked to analyze and compile data to support the production of
 research reports.

Editor (Level 3)

- Minimum Education/Experience/Skills: Degree in English, journalism, or communications from an accredited college or university, combined with 3-5 years' previous experience as an editor. Equivalent experience may be substituted for education, at the company's discretion. Requires total mastery of grammar, spelling, and syntax and the demonstrated ability to work in a production environment with other staff, in a collaborative manner, to meet assigned deadlines.
- Duties and Responsibilities: Reviews and edits a variety of complex written
 materials to ensure their readability, logical organization, grammatical correctness,
 and adherence to prescribed style guides. Reviews complex documents and
 determines how they can be reorganized so that facts are presented in a concise,
 clear manner. For sales and marketing products, edits and/or rewrites text to ensure
 that copy is persuasive and convincing. Requires excellent written and verbal
 communication skills and familiarity with required style guides used in assigned
 areas.

Graphic Artist/Designer (Level 3)

- Minimum Education/Experience/Skills: Degree in graphic design or illustration or another creative field from an accredited college or university, combined with a minimum of 5 years' previous experience as a graphic artist. Equivalent experience may be substituted for education, at the company's discretion. Requires the ability to use graphic elements to produce an attractive layout or design. Also requires the demonstrated ability to work in a production environment with other staff, in a collaborative manner, to meet assigned deadlines. Some drawing skills preferred.
- Duties and Responsibilities: Integrates all elements of a document (text, graphic illustrations, photos) into a cohesive whole that is visually appealing. Assesses

readability of layout and improves/revises it by changing the page layout as required. Must be familiar with commonly used typefaces and a variety of graphic design software packages (Adobe PageMaker, Freehand, Illustrator; CorelDraw and Corel PhotoPaint; and Microsoft Powerpoint). May be required to perform page layout using QuarkXPress or other advanced packages. Must be able to prepare color separations for printer and prepare camera-ready artwork for printing. May be required to prepare original illustrations.

Copy Editor/Proofreader (Level 2)

- Minimum Education/Experience/Skills: Degree in English, journalism, or the social sciences. Equivalent experience may be substituted for education, at company's discretion. Requires a minimum of 2-3 years of experience in a production environment. Ability to independently review print, audiovisual, or PC-based materials and confirm their editorial correctness. Ability to work within budgeted amounts and within required timeframes. May require expertise in a technical field related to the materials to be edited and proofread. Familiarity with various style guides, such as the Government Printing Office Style Manual, Chicago Manual of Style, or other specified style manuals required.
- Duties and Responsibilities: Perform substantive and/or copy edits of reports, manuals, newsletters, training courseware, articles, proposals, and other deliverables. Review and proofread materials to ensure grammatical correctness and compliance with style guides, design requirements, and other client-prescribed guidance. For substantive edits, read materials to ensure that text is well organized, logically presented, and supported by appropriate details. Reorganize text as required to improve flow and readability. For copy edits, ensure correct grammar, syntax, spelling, verb usage, agreement, tense, and number. Check the format of all citations and references. Mark copy legibly or work in track changes software so that edits can be reviewed and approved.

INFORMATION TECHNOLOGY

IT Manager (Level 4)

- Minimum Education/Experience/Skills: Degree in relevant area of specialty (graduate degree preferred) and a minimum of 8 years of experience in the IT field or in a related area, with a minimum of 3-5 years of supervisory and project leadership experience. Equivalent experience may be substituted for education, at the company's discretion. Familiarity with a variety of the field's concepts, practices, and procedures, (e.g. Network Management and Security, LAN/WAN Technologies, Web Development, Multi-user Database Technologies, Desktop Operating Systems and Applications, and Email Server Solutions). Must possess the analytical ability to independently identify and resolve potential IT design and development problems.
- Duties and Responsibilities: Plans, directs, and manages the design and daily operations of a computer operations department, networking technologies, and IT support personnel. Establishes policies and procedures, including those regarding problem identification, documentation, and timely resolution. Ensures that all system platforms are functional and secure. Responsible for operation of servers and peripheral information system equipment and for developing schedules for equipment usage. Improves business processes and supports critical business strategies by managing the design, development, implementation, and maintenance of business applications systems. Leads multiple projects and oversees developers to ensure that specifications are met. Leads and directs the work of others.

IT Designer (Level 3)

- Minimum Education/Experience/Skills: Degree in area of specialty and 6 years of experience in the IT field or in a related area. Equivalent experience may be substituted for education, at the company's discretion. Familiarity with a variety of the field's concepts, practices, and procedures (e.g., business process analysis, Total Quality Management, Structured Systems Design, Data Modeling, etc.).
- Duties and Responsibilities: Reviews, analyzes, and evaluates business systems
 and user needs. Formulates systems to parallel overall business strategies. Writes
 detailed description of user needs, program functions, and steps required to develop
 or modify computer programs. Also coordinates work teams. Leads and directs the
 work of others. Independently designs and develops IT systems that are responsive
 to user needs. Reports to the IT Manager.

IT Developer (Level 3)

- Minimum Education/Experience/Skills: Bachelor's degree in area of specialty and at least 4 years of experience in the IT field or in a related area. Equivalent experience may be substituted for education, at the company's discretion. Demonstrates familiarity with a variety of the field's concepts, practices, and procedures (e.g. Structured Systems Design and Data Modeling).
- Duties and Responsibilities: Designs, modifies, develops, writes, and implements software programming applications including database structures to support an organization's business applications. Gathers requirements from users, creates specifications, and develops code. Designs and writes codes to support existing application. May provide consultation on complex projects. Reports to the IT Manager.

MEETING PLANNING

Senior Meeting Planner (Level 3)

- Minimum Education/Experience/Skills: Degree from an accredited college or university. Equivalent experience may be substituted for education, at the company's discretion. Requires 5-8 years' previous experience as a Meeting Planner, preferably in the Federal government arena. (Must include 3 years' experience at a senior level, operating with complete authority to commit corporate resources.) Must be thoroughly familiar with Federal Travel Regulations.
- Duties and Responsibilities: Plans, organizes, and controls all technical, fiscal, operational, and performance activities on assigned conference and meeting support task orders and work assignments. Serves as task leader, overseeing all premeeting, on-site, and post-meeting activities. Interprets task order and work assignment specifications and develops written responses (work plans) and related task breakdown. Develops and controls budgets, schedules, and timelines for assigned meetings. Advises Project Director of anticipated problems and develops and implements innovative solutions. Assigns and supervises senior staff. Drafts portions of monthly and/or annual reports describing activities on assigned tasks. Conducts post-meeting evaluations. Responsible for direct interaction with client and for ensuring total client satisfaction.

Meeting Planner (Level 2)

- Minimum Education/Experience/Skills: Degree from an accredited college or university. Equivalent experience may be substituted for education, at the company's discretion. Requires 4-7 years' previous experience as a conference coordinator, preferably in the Federal government arena. Must be thoroughly familiar with Federal Travel Regulations.
- Duties and Responsibilities: Assists a Senior Meeting Planner in planning, organizing, and controlling all technical, fiscal, operational, and performance activities for assigned meetings. For assigned meetings, may oversee all premeeting, onsite, and post-meeting activities, including monitoring meeting budget. Follows each aspect of work plan as developed by a Senior Meeting Planner to ensure its fulfillment. Identifies potential meeting sites and assists with negotiation of final facility contracts. Oversees the work of meeting support personnel to ensure that all meeting materials are prepared and shipped according to schedule. Oversees onsite activities (registration, speaker liaison, press room, audiovisual equipment operation). Tabulates responses from meeting evaluation forms to assist in completion of post-meeting evaluations. Reviews and approves supported attendees' reimbursement request forms.

Meeting Assistant (Level 1)

- Minimum Education/Experience/Skills: High school diploma required. Degree from an accredited college or university preferred, but not required. Requires 2 years' previous experience in the meeting planning field, preferably in the Federal government arena. Must have skills in Access or other database software. Knowledge of MeetingTrak meeting management software preferred.
- Duties and Responsibilities: Registers meeting attendees in automated database. Produces both routine and ad hoc registration reports. Assists with the identification of potential meeting sites. Prepares items for registration packets, including logistical information, travel reimbursement forms, and draft and final agendas. Assembles and prepares packets for mailing. Prepares visual aids to be used in presentations. Prepares on-site materials, including speaker tent cards, name badges, signs, and final lists of pre-registered attendees. Provides on-site support. Processes meeting attendees' reimbursement request forms and maintains a log of reimbursement activity. Maintains log of scheduled meetings for division management, upon request.